METHODS OF BUSINESS

—OF THE—

Largest Establishment

—IN—

THE WORLD

—FOR THE—

Manufacture and Sale of

MEN'S WEAR

WANAMAKER & BROWN, PHILADELPHIA,

Sixth and Market Sts., and Thirteenth and Market Sts.

Printed at our own Steam power Printing Office

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SEYMOUR DURST

Oak Hall as it was in 1861.

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BRIEF STORY

—OF THE—

FOUNDATION and GROWTH

OF THE HOUSE

WHERE Robert Morris, the financier of the Revolution, had his home, there now stands a spacious business establishment. An old pile of buildings, on the east, covers the ground where the mansion of George Washington stood. In the year 1861, when the civil war had just begun, the foundation of this business, now the largest of its kind in the United States, was laid with a wagon load of goods, in a little corner of the present group of buildings at Sixth and Market Streets. As the grave merchants of Philadelphia walked up and down the street, they shook their heads doubtfully over the apparently hazardous venture of the young firm at a time when old business houses were going down all over the city. The new beginners, with their small stock of merchandise, had however laid in a large stock of courage, patience, energy, and enthusiasm. They determined to hold their ground by doing their own work and doing it well. It was a brave battle for life during all of 1861 and 1862. Then the sky began to brighten. The first

sign of success was to take in a small room adjoining. By and by another room was added and the store, then 30 by 60, was thought to be a huge affair. Hard work, and plenty of it, still further increased the business, and more room was needed, until old friends became nervous as they saw the store lengthening and the stock growing larger.

To detail the history of the passing years might interest young business men who have their way to make, and who now stop to look at the clump of buildings, but would perhaps prove tiresome to the mass of readers; suffice it to say that at the date of this writing the little corner-store has spread itself on Sixth street, over the whole block from Market to Minor, and widened on Market Street to embrace two other stores, thus covering all told 66 by 180 feet, and with its many floors occupying an area of about three acres, all utilized in carrying on the various departments of this great business.

Oak Hall is now an acknowledged "institution" in the land. A house with half a dozen clerks doing a business of $100,000 a year is but a store; the case alters when the business runs into millions, and the employees are numbered by thousands. If all the clerks and work people of Oak Hall were gathered into one locality they would form a population equal to that of some important cities and towns in the neighboring counties. The building up of such an institution is unparalleled in the history of this country, but can easily be accounted for. The time honored customs of trade were ruthlessly set aside; the

practice of marking a few articles very low, as "baits," and charging up prices on others, in the hope of gaining a large trade, being done away with. The principles perseveringly followed by this house are :—

Not a few things marked down, but

1. EVERYTHING *must* be put down to lowest possible rates,

2. To sell largely—the largest kind of a stock *must* always be kept ready.

3. Excellence of quality *must* go hand in hand with low prices to warrant the claim of cheapness.

To provide for the still rapidly enlarging business, the firm has purchased from the Pennsylvania Railroad Company the old freight depot at 13th and Market Streets, which, with such improvements as can be made on this large property in the short time intervening, will be used in connection with their 6th and Market Street store during the Centennial year. The lot extends from 13th Street to the Public Buildings, and from Market to within a few steps of Chestnut Street, covering over two acres. The stores in which we do business are among the curiosities of Philadelphia. They are constructed with a view to our customers' wants, affording abundant light, and every convenience. There is no store in the United States, that covers so much ground-floor space as our single Establishment at 13th and Market, and such a busy scene as it presents is well worth going a long distance to see. Some of our employees are specially detailed to show visitors who wish only to look, not to buy.

How all this enlarged business came about, if you are curious to know, may appear from a careful perusal of the principles and methods that underlie its management.

THE METHOD OF BUSINESS.

I. In a single sentence:—The customer's confidence is never abused. We *invite* the people's confidence and seek to keep it by *true loyalty to their interests;* selling everything at smallest profits; applying our best skill to serve our customers cheaply and with articles thoroughly satisfactory; and depending on a large business won by small profits and *absolute reliability*.

II. That we may be sure always to sell at small profits, we adopt this plan: We buy goods actually of first hands, when prices are the lowest, and we pay cash down as nearly as possible. Some manufacturers will oftentimes take orders at certain seasons of the year to keep their works going, and such advantages as these we are not slow to avail ourselves of. The other essential point to the securing of low prices is one that we must insist upon, viz: *No Credit.* Cash down saves costs of collecting, expensive book-keeping, and bad debts. Cash from everybody is the only certain way to warrant the very lowest price.

III. That customers shall not go astray as to what they are purchasing, the names and qualities of

goods are attached to each article. The clerks are obliged to notify customers of any and all defects, and are held personally responsible for failure to observe this and other rules of the house.

IV. To assist customers who are no judges themselves, our goods are graded and ticketed in three classes, and can be easily distinguished by *colors* of tickets as follows:

Yellow Ticket: Best class goods.

White Ticket: Medium, but substantial goods.

Carmine Ticket: Fair wearing goods, but not all wool material.

V. There is but one price. No one can have an abatement from the plain figures marked on each ticket. The price is calculated closely, and marked at the lowest profit a cash business will allow.

[The only exception to this is for clergymen and the clerks of the house, to whom it has been a rule of years' standing, to give goods at cost, if they request it.]

VI. To each customer we hand, at the close of the sale, a legal guarantee, stamped and signed by the firm, warranting the prices to be the lowest that the same article can be bought for anywhere, that the qualities are exactly as stated on the labels, and agreeing to return the money paid, if called for in proper time, and goods are returned uninjured and unworn.

VII. All goods that do not come up to customers' expectations, are exchanged, and if the customer prefers to surrender the goods and *not take anything instead, the amount of the purchase money is refunded in full, without debate.*

There are exceptions to this rule:

1. When goods are worn or injured, we cannot, under any circumstances, receive them back.

2. When articles are retained over two weeks.

3. Garments made of white goods, because easily soiled, cannot be returned or exchanged.

VIII. When a garment from our ready-made stock is altered to suit the special wishes of a customer, the expense of such alteration must be borne by the customer; and in case the garment is afterwards returned and the money requested, the sum paid for alteration will not be returned, but only the price paid for the garment.

IX. Employees are not allowed to hurry customers, and the greatest politeness is required from every clerk, whether persons are buying, exchanging, having money returned, or simply looking through the house.

X. If any cause of complaint arises, the case will have immediate attention and adjustment on being stated at the Cashier's desk.

XI. The stores are open at 6 A. M. and close every night at 6.30 P. M., except Saturday, when they are open until 9 30 P. M.

XII. For those who prefer to have their goods made to order there is a Measure Department with a large line of goods. There they can be supplied at a slight advance upon the Ready-Made Rates.

XIII. Persons residing at a distance can have the benefits of the house by writing for samples and prices, when there will also be furnished easy rules for self-measurement, an inch measuring tape and blank for size to be filled in. Goods will be sent by Express, Collect on Delivery, providing that, on customer's examination, before paying, they are entirely satisfactory.

XIV. As we desire to maintain our system of selling at a very small profit, and make no distinction between country and city customers, from the prices marked in plain figures on each article, we cannot be at the expense of delivering goods outside of city limits.

Packages will be delivered free within city limits, leaving the house at 11 A. M. and 4 P. M., and on special emergencies.

XV. Orders by mail, that require garments to be expressly made in our Order Department, as Custom Work, will be charged at a slight advance on Ready-Made Rates. [This is a large and carefully organized department, sending out to every part of the U. S. scores of boxes daily.]

XVI. Customers in sending orders should describe as nearly as they can the style and color wanted and fix the limits of price.

XVII. Express charges (payable when the goods arrive) on a package, containing one suit, are about as follows:

To Salem, N. J. -	.25	To Chicago, Ill. - -	.75
" Atlantic City, N. J.	.30	" St. Louis, Mo. - -	1.00
" Allentown, Pa. -	.30	" Omaha, Neb. -	1.50
" Wilmington, Del.	.30	" Palatka, Fla. - -	1.50
" Baltimore, Md. -	.30	" Leavenworth, Kas.	1.75
" Washington, D. C.	.40	" St. Paul, Minn. -	2.00
" Fairfax C.H., Va.	.50	" Dallas, Texas, -	2.25
" Wilmington, N. C.	.60	" San Francisco, Cal.	3.00
" Richmond, Ind. -	.75		

A general rule for Estimating cost of Express-age on a package such as a suit, may be given thus:

Packages within a radius of			25	miles of	Philadelphia,	.25
"	"	"	50	"	"	.30
"	"	"	75	"	"	.40
"	"	"	100	"	"	.50
"	"	"	150	"	"	.65
"	"	"	200	"	"	.75
"	"	"	400	"	"	1.00
"	"	"	500	"	"	1.25
"	"	"	600	"	"	1.50
"	"	"	800	"	"	2.00
"	"	"	1000	"	"	2.25

Over 1000 miles about $3.00

XVIII. Patterns and Price Lists sent by post without charge—those bearing the pink labels are the most desirable in quality.

XIX. Orders from a long distance should be accompanied by Post-office Money order, which will be returned if the order is not filled satisfactorily.

XX. The Sales Departments of the House are as follows:

GENTLEMEN'S SECTION:—

Ready-Made Clothing.
Custom Department for Measured Clothing.
Hats and Caps.
Boots and Shoes.
Shirt Department.
Glove, Hosiery, and Furnishing Department.

YOUTHS AND BOYS' SECTION:—

Ready-Made Clothing.
Custom Department.
Hats and Caps.
Boots and Shoes.

LADIES' SECTION:—

Cloths, Cassimeres and Cloakings by the yard.

MAIL-ORDER DEPARTMENT.

XXI. As some of our goods [Hats, Under-Clothing, Boots, etc.] cannot be sampled, we will send at any time, in or out of the city, a small assortment of various articles from which selections can be made and balance returned, providing a deposit is first made, or satisfactory reference is given. The House will pay express charges one way on eight dollar orders,—that is, orders are subject to the approval of the party ordering.

XXII. In order to give equal opportunity to every one to have the advantages of any general mark down in prices usual in the season, we fix in advance the dates, and notify the public:

That our general and final mark down for

the Spring season will be on the 1st of June. For the Winter season on the 1st of December. Certain lots of goods are marked down from day to day according to accumulation of stock and changes in market, and notice is made in our monthly paper called Everybody's Journal, published for gratuitous circulation. Persons desiring to be notified of what we are doing, can be advised by sending their names and addresses to our office, and the paper will be mailed without charge. Besides notices of our own business affairs, it contains much valuable matter for young men forming business habits, and for those who contemplate starting in business.

XXII. For the convenience of Ladies and Gentlemen who accompany persons making purchases, suitable Waiting Rooms with every accommodation have been provided at our largest house at 13th and Market Streets. The newspapers and magazines of the day are always on the reading tables, for the free use of those who accompany buyers. Adjoining this is the Package office, where our friends can get information about railroad trains, places of interest, etc., and can leave any packages for safe-keeping, receiving a check for them; no charge is made for this, and it is found to be a real convenience to those who have considerable shopping or visiting to do, and do not care to carry parcels about with them.

XXIV. Commissions will not be paid to "drummers" or mutual friends introducing customers—all advantages that we can give, we make over to our customers, and have no margin of percentage to pay to runners.

RELATING TO THE EMPLOYEES OF THE HOUSE.

1. It is the endeavor of the firm to employ only such persons as are competent, polite, interested, and whose interests are linked with the house. The salaries are not uncertain percentages, as is the custom, so dangerous to buyers, but fixed sums, that are equal, and generally superior, to those paid for same services elsewhere. Faithful attention to the interests of each customer, and to the regulations of the house is therefore required. Any person in the employ of the firm, having cause of complaint on any ground whatsoever, should present it in a sealed envelope at the office, or in person to the Head of his Department. It is hoped that a person who has no complaints, but is dissatisfied from any cause, will not remain in the service of the House. Loyalty to the rules and a cordial understanding with, and good feeling for, all the employees, is earnestly desired from all persons. Though positions are not guaranteed to any one, yet, the custom of the house for years has been not to dismiss faithful clerks during dull times, except for cause. Promotions can only take place as fast as earned and vacancies arise.

2. In serving customers, the truest politeness must be observed—with *every one* whether rich or

poor; whether persons are agreeable or otherwise; whether they are buying, exchanging, or calling to return goods to get their money back. The utmost cheerfulness to the latter class especially, and such as come simply to look at goods without buying, is particularly desired. Undue persuasion to purchase is especially prohibited, and it may be noted that with many salesmen the habit of over-talking is very offensive to customers as well as a hindrance to sales.

3. The hours for duty are fixed according to the season, and designated on Time Cards, which must be deposited in Time Boxes before the hour named. If employees arrive behind time their cards must be handed in and explanation made at the office. All fines for non-compliance with the rules and for careless blundering are credited to the Sick Fund account, and used to aid employees who meet with accident, or for relief purposes, during long-continued illness.

4. Each employee is expected to be cleanly and careful in dress. Hats must not be worn during hours of service, and closets are provided for excess of clothing.

5. Smoking, reading of newspapers during business hours, boisterous talking, or profane language, will not be allowed in any part of the establishment.

6. The use of paper to light gas is not allowed.

7. All packages must pass through the Delivery Department, and should first be checked by the Cashier.

8. For the comfort and convenience of those who

prefer to bring their lunches from home, a Dining Room is provided with Cooking apparatus for such use as may be desired. Eating in Sales, Work Rooms and Offices is not permitted.

It is earnestly hoped that every person connected with the House will recognize *and do his utmost to sustain* the principles of equity and uprightness on which the House is established, and by a lively interest in the place assigned to him aid in swelling the business of an establishment which, by reason of its good system and just regulations, cannot fail to be of great benefit to the city and surrounding country.

Though the heads of the House strive to secure and retain the good opinion and support of the community by producing only reliable goods; though the prices are in all cases marked at but a slight advance on cost; yet much depends on the employee who comes in direct contact with the customers. Let each one be courteous, straightforward, diligent, truthful, and painstaking, and thereby win for himself and the House he represents permanent and merited prosperity.

Very truly,

WANAMAKER & BROWN,

The S. E. Cor. of Sixth & Market Sts.
The Whole Block at Thirteenth & Market Sts.
PHILADELPHIA.

HOW TO GET TO THESE STORES.

People coming to the city by the railroads named, take the city passenger cars as follows:

Pennsylvania Railroad.—The Market Street Cars in front of depot, bring you direct to either store.

North Pennsylvania Railroad.—The 6th Street Cars in front of depot, land you at the Market street door of Oak Hall; an exchange ticket out Market, carries you to the 13th Street Block.

Reading Railroad.—From 13th and Callowhill depot, take the 13th Street Cars in front of depot, direct to the Block on 13th and Market. From Ninth and Green, take the Union Cars at depot, which will take you to within one square of the South-east corner of 6th and Market; or, 10th Street Cars to Market, and out to 13th Street Block, or to 6th Street Corner, as you please.

Philadelphia, Wilmington & Baltimore Railroad.—Take the 13th and 15th Street Cars at the depot, to 15th and Market, and exchange at Market for the 13th Street Block, (two squares east), or the 6th Street Corner.

West Jersey Railroad.—Take Cars at Market Street Ferry for the 6th Street Corner, and 13th Street Block.

Camden & Atlantic Railroad.—Take Callowhill Street Cars at Vine Street Ferry, and exchange at 6th Street, or at 13th Street, as you wish.

Camden & Amboy Railroad.—Take Cars at Market Street Ferry for 6th Street Corner and 13th Street Block. From Kensington Depot, 5th and 6th Street Cars to 6th Street Corner, and exchange with Market Street Cars to 13th Street Block.

West Chester & Media Railroad.—The Market Street Cars in front of depot, pass either store.

POSTSCRIPT.

The elegant Tailoring House of John Wanamaker & Co., on Chestnut Street, adjoining the Continental Hotel, is a part of the business of this House. The Merchant Tailoring Department for making of goods to order has no superior in Paris, London, or America.

OAK HALL AS IT IS IN 1876.

WANAMAKER'S NEW ESTABLISHMENT, 13TH & MARKET STREETS.